



Learning to Work Better

Managing your emotions can greatly improve your work environment.

BY TERRENCE FERNSLER

Emotional Intelligence at Work

By Hendrie Weisinger. 219 pages. Hardcover. Jossey-Bass Publishers, San Francisco, California.

Developing self-awareness can help you become more effective in the workplace, and that's what *Emotional Intelligence at Work* is about—using your emotions to help you and your colleagues work better. The use of emotional intelligence leads to productive outcomes for both the individual and the organization.

To effectively manage your emotions, you need to develop good problem-solving skills. To do so, Weisinger suggests, follow these steps:

- State the problem specifically and concretely.

- Change your perception so that you no longer view the situation as a problem but simply as a condition requiring a response.
- Generate a list of possible solutions.
- Explore these solutions.
- Define the best strategies.
- Evaluate the results.

You also need to be able to analyze a relationship. The steps are:

- Know the relationship boundaries.
- Consider your expectations of the relationship.
- Examine your perception of the other person.
- Ascertain the other's perceptions of you.
- Examine specific encounters you've had with the other person.
- Determine the outcomes you desire from the relationship.

Finally, Weisinger offers four ways to help others:

- Keep your emotional perspective.
- Know how to calm an out-of-control person.
- Be a supportive listener.
- Help with good planning and goal reaching.

Weisinger offers many examples to help you understand the theories throughout the book. He breaks up discussion into short, focused sections to keep it readable. You'll find you can use these techniques in any working relationship, including those with volunteers. This book should go a long way toward clarifying communications, clearing up misconceptions, and making work more productive and enjoyable. ■

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